

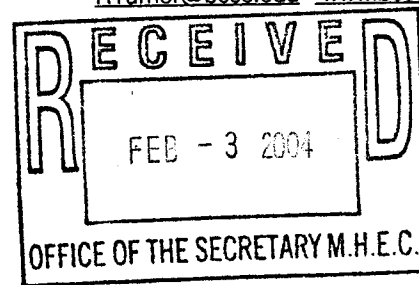


**Careers Built Here**

Baltimore City Community College

Office of the President  
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January 31, 2005



The Honorable Dr. Calvin W. Burnett  
Secretary of Higher Education  
Maryland Higher Education Commission  
839 Bestgate Road, Suite 400  
Annapolis, MD 21401-3013

Dear Dr. Burnett:

Baltimore City Community College is pleased to submit its first progress report to the Maryland Higher Education Commission in response to the evaluation recommendations from the Evaluation Team visit in August 2004. The report provides an overview of our accomplishments to date, with a major emphasis on issues or concerns that are being addressed through our strategic planning and academic master planning processes, which began in October and November 2004, respectively.

The strategic planning process continues to move forward, with over two hundred faculty, staff and students engaged in assessing aspects of the College and developing plans for new models. This collaborative process has created a sense of urgency and hopefulness within the College. The College community views our strategic planning initiative as a vehicle for managing major changes both in operations and culture.

We thank you for your ongoing support of Baltimore City Community College and the population that it serves. If there are any questions, please feel free to contact me at (410) 462-8054; or, Dr. Joann Horton, Acting Executive Vice President for Strategic Planning and Policy Administration, at (410) 462-8043.

Sincerely,

Richard M. Turner, III, DME  
Interim President

- c: Dr. Joann Horton, Acting Executive Vice President for Strategic Planning and Policy Administration  
Dr. Ellestine J. Grant, Chair, and  
Members of the BCCC Board of Trustees



# **BALTIMORE CITY COMMUNITY COLLEGE PROGRESS REPORT**



## **College Response TO THE Maryland Higher Education Commission Advisory Evaluation Visit Team Report**

January 31, 2005

# **BALTIMORE CITY COMMUNITY COLLEGE PROGRESS REPORT**

TO THE

## **MARYLAND HIGHER EDUCATION COMMISSION**

RESPONSE TO THE MARYLAND HIGHER EDUCATION ADVISORY EVALUATION VISIT TEAM REPORT, DATED NOVEMBER 23, 2004

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### **MHEC - MISSION AND GOALS (COMAR 13B.02.02.14)**

- The College initiated a strategic planning process in October 2004. A Strategic Planning Steering Committee, composed of Collegewide representatives (including two students and two board members), established by the President to guide the process, developed and proposed core values, a vision statement and a revised College Mission Statement that reflects the role of a comprehensive community college. After broad distribution throughout the College community, the Strategic Planning Steering Committee modified the vision, mission and core values statements, based on input from the College community. This new mission was approved by the Board of Trustees on November 18, 2004. The comprehensive mission statement, noted below, is used as a foundation for continuing the College's ongoing operations and the development of its strategic plan:

BALTIMORE CITY COMMUNITY COLLEGE (BCCC) provides outstanding educational, cultural, and social experiences to the residents of Baltimore City, the State of Maryland, and surrounding areas. The College's accessible, affordable, comprehensive programs include college transfer and career preparation, technical training, and life skills training. The College provides a variety of student services that meet the learning needs and support for an increasingly diverse student population. BCCC, a dynamic higher education institution, is responsive to the changing needs of its stakeholders: individuals, businesses, governments, and educational institutions of the community-at-large.

### **ORGANIZATION AND ADMINISTRATION**

- The Board of Trustees has employed a nationally recognized consultant to provide for its professional development; thereby, providing a framework for new and veteran board members to work more closely together in the interest of the College. The orientation process has provided for open exchange, understanding of roles and responsibilities and expectations of trustees.
- The Board has begun a planning process in order to conduct a search for a permanent president.
- The Division of Learning conducts regular orientation programs for new and returning adjunct faculty, at the start of each fall and spring academic semester. Presentations that provide information on the College's expectations of adjunct faculty are delivered. In addition, the Vice President for Learning and all academic deans and academic chairpersons are present at these programs in order

to provide an opportunity for exchanges of discipline-specific and departmental information to the adjunct faculty.

- The Assistant to the Vice President for Learning – currently, Assistant to the Acting Vice President for Strategic Planning and Policy Administration, planned and conducted a fall 2004 Faculty Appreciation Luncheon and Orientation, two Adjunct Faculty Orientation Programs, and a PRE 100 Faculty Orientation Program on January 15, 2005. The Acting Vice President for Learning – currently, the Acting Vice President for Strategic Planning and Policy Administration, instituted and conducted weekly meetings with deans and directors; and, conducted monthly meetings with the Academic Council, which included all members of the Senate Executive Committee, deans, chairs, program coordinators, directors, and faculty, effective October 2004.
- In November 2004, the Strategic Planning Steering Committee established an Academic Master Plan Task Force, composed of Collegewide members, to guide the development of the College's academic master plan. As part of the strategic planning process, a task force has been established to review the College's governance and administration systems, including College organizational structure, policies and procedures, and overall effectiveness of the College's personnel evaluation system.

#### **MHEC - GRADUATION REQUIREMENTS (COMAR 13B.02.02.16)**

- The College began the process of developing its strategic plan and academic master plan in October 2004. A student learning outcomes subcommittee has been established to consider student learning issues at the College, program and course levels, and to develop a comprehensive assessment plan.

#### **MHEC - FACULTY (COMAR 13B.02.02)**

- The Faculty Senate President has made a report to the Board of Trustees at each monthly meeting, beginning in September 2004.

#### **MHEC - LIBRARY RESOURCES (COMAR 13B.02.02.18)**

- The strategic planning process includes a major study of academic issues, including the BCCC libraries. An Academic Master Plan Task Force is currently assessing departmental issues, concerns and recommendations for improvement, as an integral part of the development of the College's Academic Master Plan. The BCCC libraries are included in the developing Academic Master Plan and will be included in the upcoming Facilities Master Planning process.

## **MHEC - STUDENT SERVICES AND ACTIVITIES (COMAR 13B.02.02.19)**

- To ensure the security and safety of student records, Student Affairs has priced fireproof cabinets and requested purchase through the Division of Business and Finance's budget request process. The location for the cabinets is still under discussion in light of the Main Building Renovation, related especially to accommodating the size and weight of the cabinets. A plan for document imaging is being studied by the Business & Finance and the Student Affairs Divisions.
- In fall 2004, the Academic Advising Week (AAW) was piloted to engage cooperatively the Division of Learning and the Division of Student Affairs staff in the student advisement process. The purpose of the pilot was to promote early academic advisement and early registration. The design of the pilot targeted the Social and Behavioral Sciences and Business Information Systems Departments. Prior to the AAW, training workshops were provided for faculty and staff, which included academic advising and Student Information Management System (SIMS) user training. A newly developed Academic Advisement Manual was utilized. Working with departmental chairs, templates for the Academic Advisement Plan were developed. More than 1,000 students in the targeted disciplines were notified by a mailer, explaining the process and encouraging them to participate in the pilot. An assessment of the initiative indicated student response was low, because participation was not mandatory.
- The College implemented an Honors and Scholars Program, centralizing scholarship programs under one umbrella for "one-stop" service, in February 2004. This program creates a model for optimal delivery of services that will reap high yield dividends. Specifically, honors programs will foster many improvements: student recruitment, retention academic performance, and marketing.
- Effective November 2003, Academic Advising was centralized under the auspices of the Student Affairs Division, to address the advisement of all students, from orientation through graduation. Academic advising services are under the leadership of the Director of Admissions and Outreach.

## **MHEC - FINANCES (COMAR 13B.02.02.21)**

- The College is performing a review of all functional areas to ensure appropriate classification of areas in accordance with the NACUBO Financial Accounting and Reporting Manual. The College will conduct a comparative analysis to analyze funds appropriated to academic functions. The analysis will be compared to other peer institutions and the results will be used to ensure that the appropriate levels of funding are allocated between administrative and academic functions.

### **MHEC - FACILITIES (COMAR 13B.02.02.20)**

- The College currently is developing a five-year Strategic Plan and Academic Master Plan, which will provide appropriate direction for updating the Facilities Master Plan. The projected completion dates for the Strategic Plan and Academic Master Plan are April 2005 and May 2005, respectively. Thereafter, a six-month Facilities Master Planning process will commence.
- The College recently reinstated its Space Advisory Committee (SAC) to ensure appropriate assignment of program and office space. The SAC will serve as a subcommittee of the Facilities Master Planning Committee, which is an integral aspect of the College's planning process.

### **MHEC - CATALOG AND OFFICIAL PUBLICATIONS (COMAR 13B.02.02.22)**

- To ensure compliance with College and legal guidelines as well as consistency in content, format and quality, a collaborative Publications Review Committee, led by the Vice President for Learning and the Vice President of Student Affairs, in consultation with the Vice President of Institutional Advancement, will approve production and budgets for all major publications or groups of publications intended for distribution to BCCC students and the general public.
- Particularly, in view of the Maryland Higher Education Commission (MHEC) findings and recommendations, the Vice President of Institutional Advancement has reviewed and analyzed the publications procedures for the assembly and production of all materials to be contained in the College Catalog, schedule of classes, and academic calendar.
- A production guide and schedule specifies the production activities, responsible persons and projected delivery dates for each section of these documents. It is designed to serve as a monitoring tool for managing and completing the document production as per specific timelines and approval by the Vice President for Learning and Vice President of Institutional Advancement. As a standard practice, this function will be coordinated under the auspices of the Office of the Registrar.
- The development of procedures for the implementation of approved policies for BCCC publications and the oversight of such implementation shall be under the purview of the Publications Review Committee. The committee will be composed primarily of representatives of divisions, departments, programs, and services.

### **MHEC - ADMISSIONS (COMAR 13B.02.02.15)**

- The Student Affairs Division has established Academic Advising Reform, Transfer Outcome, Admissions Standards and Processes, Graduation Review, and

Enrollment Services Committees. The work of these committees responds to identified deficiencies and guides appropriate College responses and corrective actions.

- An Enrollment Services Committee was established in March 2004 as a standing committee of the College; it is responsible for responding to recommendations on issues relating to services to incumbent and prospective students. The committee makes recommendations for seamlessly connecting services through efficiency and technology. The goals of the committee include:
  - To design more attractive options for prospective students, with consideration to diverse academic preparedness, demographic characteristics and socio-economic backgrounds.
  - To establish easy navigation of all enrollment processes and services.
  - To create an excellent study environment for students, every facet of which is designed to support student success.

The Committee is composed of representatives from the faculty (developmental and college level), admissions, advising, financial aid, registration and records, student activities, business and continuing education, English as a Second Language, early college awareness, student accounting, public relations and marketing, public safety, computer information technology, distance learning, and off-campus student services. The following Scope of Work Plan was developed and implemented in January 2004:

- Developed an annual recruitment plan (FY 2005)
- Initiated training for all advisors
- Extended the hours of services to evening and weekend students
- Created maps of campuses for easy negotiation by disabled students
- Identified, developed and recommended publications for recruitment and retention purposes. Documents identified included scholarship matrix, evening and weekend brochure, pre-college brochure, view book, application packet, financial aid brochure and flyer, registration mailer, menu of academic programs, international student admissions application packet, athletic five-year plan, athletic handbook, add/drop registration form.
- Developed Crisis Manual which provides on- and off-site resources for students in crisis.
- A Graduation Review Committee was created to make modifications and improvements to the graduation application process, in an attempt to improve graduation success:
  - Degree audit review training
  - Degree audit availability on the web portal for student review
  - Preliminary degree audits, processed for all students and potential graduates
  - Utilization of the degree audit as an advisement tool
  - Earlier notification of graduation status
- The Admissions, Standards and Processes Committee was established to review any processes leading to admission to the College and/or Academic Programs.

Committee members include faculty (developmental and collegiate levels), Business and Continuing Education (ELI), Admissions, Off-campus Student Services, academic deans, administrative deans, testing as well as academic administrators. Some accomplishments to date include the following:

- Developed a placement testing referral process for students whose primary language is not English. Students who achieve a score <39 are recommended for English Language Institute enrollment.
  - Implemented a requirement for students to take the College's success course, PRE 100, early in their academic tenure, before earning six credits. This requirement is intended to help students develop strategies for success early.
- The College is evaluating the financial resources currently available to identify the best and most efficient methods for addressing developmental education needs.

#### **MHEC - GRADUATION REQUIREMENTS (COMAR 13B.02.02.16)**

- The Academic Master Plan is an integral component of Baltimore City Community College's Strategic Plan, which is under development for 2005 – 2010. The College Strategic Planning Process is designed to develop an Academic Master Plan that will address issues related to developmental courses, academic program needs, program evaluation, as well as student performance and success. Key study groups include an Academic Master Plan Task Force, with a Student Learning Outcomes Assessment Subcommittee and a Program Review and Evaluation Subcommittee, which are charged with addressing outcomes issues and recommending strategies and goals for integration into the Academic Master Plan. A Developmental Education Task Force has been empowered to develop a plan for the Developmental Education Program that will foster greater student success. The Task Force has articulated a vision for the College's Developmental Education Program, as a national model for developmental education, that creates a community of diverse learners, builds pathways for all students to develop the skills needed to be successful and enhances their ability to become active and responsible citizens. The Task Force agreed to the following mission statement:
  - The Developmental Education Program prepares a diverse population of students from all levels of the learning continuum for success in credit-level courses. The Program provides a foundation to develop their life skills and basic skills in reading, writing, mathematics, cultural literacy, and technology. This foundation helps students to pursue an undergraduate degree or some alternative that reflects their highest potential and chosen goal. The Developmental Education Program is undergirded



by developmental psychology and learning theory, reflecting outstanding practice and research assessment.

## **BALTIMORE CITY COMMUNITY COLLEGE STRATEGIC PLANNING PARTICIPANTS**

### **STRATEGIC PLANNING STEERING COMMITTEE**

- Dr. Joann Horton, Acting Executive Vice President, Strategic Planning and Policy Administration, Chairperson

#### **Business and Finance Division**

- Dr. Joseph Isaac, Executive Director of Facilities

#### **Institutional Advancement Division**

- Gerard Reichenberg, Director of Institutional Research

#### **Learning Division (Credit Courses)**

- Dr. Joan Finucci, Professor, Mathematics, Department of Mathematical and Physical Sciences
- Merlene Adair, Dean, Business and Technology, and Co-chair, Academic Master Plan Task Force
- Stephanie Reidy, Director of the BCCC Libraries

#### **Business and Continuing Education Division**

#### **(Business and Industry/Non-Credit & Continuing Education)**

- Deborah Peoples, Director of Program Development
- Beverly Arah, Director of Adult and Community Education

#### **Student Affairs Division**

- Ronald H. Smith, Executive Director, Financial Aid and Retention Services
- McCarroll Nole, Dean, Enrollment Services and Co-chair, Academic Master Plan Task Force

#### **Senate Executive Committee**

- Dr. Carolyn Dabirsiaghi, Professor, Biology, Department of Biological and Natural Sciences

#### **Student Governance Board**

- Heather Powell White, President
- Lauren Brooks, BCCC Student Board Member

#### **BCCC Board Members**

- Katrina Riddick, JD, Vice President, M.R. Beal & Company LLC
- Dr. Mary E. Owens-Southall, Dean of Graduate Studies, Coppin State University

#### **Ex-Officio**

- Dr. Richard M. Turner, III, Interim President, Baltimore City Community College
- Stanley D. Brown, Acting Assistant to the Acting Executive Vice President for Strategic Planning and Policy Administration, BCCC

### **Academic Master Plan Task Force**

- Co-Chair – Dean Adair, Merlene
- Co-Chair – Dean Nole, McCarroll
- Zilberman, Dr. Diana
- Adetunji, Bayo
- Bolden, Vicki
- Brooks, Melvin
- Brown, Stan
- Clark, Theother
- Dhanesar, Shakuntala
- Douglass, Sharon
- Dowdye, Denfield
- Folle, Dr. Fekadu
- Forman, Scheherazade
- Fountaine, Tiffany
- Garrett, Dr. Sarah
- Grell, Jeffrey
- Hales, Dr. Yvonne
- Hall, Dr. Katana
- Harris, Wendy
- Hoke, Nicole
- Horton, Dr. Joann
- Jackson, Jewel Kerr
- Kambic, Mary
- Lane, Shawn
- Laster, Barbara
- Lazarus, Brian
- Long, Paul
- Lyman, Dr. Brad
- Mackey, Betsy
- McClain, Cynthia
- Mobley, Karen
- Moorer, Charles
- Norris, Dr. Kathleen
- Peoples, Deborah
- Peterson, Glenn
- Quine, Carole
- Ragland, Aronya
- Reichenberg, Jerry
- Rhodes, Cheryl
- Ringgold, Dr. Tonja
- Ritter, Dr. Ann

- Roodsari, Alireza
- Shallenberger, Dr. Karen
- Snowden, Daphne
- Tripp, Angela
- Turner, Nicole
- Westerbeek, Meintje
- Willetts, John
- Willis, Candace
- Wilson, Charles

**Student Learning Outcomes  
Assessment Subcommittee**

- Dr. Barbara B. Murray – Co-chair
- Dr. Joanne Settel – Co-chair
- Andrews, Dr. George
- Benjamin, Linda
- Berlin, Michael
- Ellis, Saranna
- Favilla, Dennis
- Hall, Dr. Katana
- Hinton, Cheryl
- Iweha, Dr. Enyinnaya
- Long, Paul
- Manzano, Jimmy
- Mason, Virgie
- Overton, Brenda
- Shallenberger, Dr. Karen
- Turner, Warren
- Weldegiorgis, Yohannes
- Woodward, Pat
- Zilberman, Dr. Diana
- Hestick, Dr. Henrietta

**Program Review and  
Evaluation Subcommittee**

- Campbell, Jolene
- Holley, Dorothy
- Kaltreider, Nijole
- Kerr, Lynn
- Kochesfahani, Dariush
- Kohne, Arthur
- Mauck, Lance

- Roodsari, Alireza
- Roxbury, Sherry
- Russell, Annette
- Tchamala, Dr. Theodore
- Turner, Nicole
- Walker, Cortez
- White, Richard
- Reichenberg, Jerry
- Sorrell, Edith

### **Developmental Education**

#### **Task Force Leadership Team**

- Co-Chair - Dr. Michelle Bondima, Professor, Department of Mathematical and Physical Sciences
- Co-Chair – Dr. Katana Hall, English and the Arts
- Dr. Joann Horton, Acting Executive Vice President for Strategic Planning and Policy Administration
- Stan D. Brown, Acting Assistant to the Acting Executive Vice President for Strategic Planning and Policy Administration
- Stephanie Reidy, Director of the BCCC Libraries
- Jim Coleman, Professor, Physical and Mathematical Sciences
- Ronald H. Smith, Executive Director of Financial Aid and Retention
- Betsy Mackey, Manager, English Language Institute/Business and Continuing Education Center
- Jewel Kerr Jackson, Director, Business and Industry Services/Business and Continuing Education Center
- Jerry Reichenberg, Director, Institutional Research
- Dr. Yvonne Hales, Interim Dean, Math and Science

#### **General Membership**

- Johanna Bagg, Director, Early College Awareness
- Jocque Dyson, Faculty, English and the Arts
- Dr. Fekadu Folle, Chair, Developmental Math
- Marianna Gleger, Faculty, Developmental Math
- Gwenda Cleage, Director, Curriculum and Instruction, Baltimore City Public School System
- Radhakrishnan Palaniswamy, Chair, Department of Mathematical and Physical Sciences
- Michael Butler, Faculty, English and the Arts
- M. Kirk Debeal, Director, Center for Teaching Excellence
- Carole Quine, Interim Dean, Communication, Arts, and Social and Behavioral Sciences
- Beatriz DelCastillo, Faculty, Mathematics, Engineering, and Computer Sciences

- Gwenda Cleage, Supervisor, Curriculum and Instruction, Baltimore City Public School System
- Dr. Cheryl Jones, Supervisor, Career and Technology Education, Baltimore City Public School System
- Tracey Leshan, Professor, Department of Mathematical and Physical Sciences
- Nicole Hoke, Director, Disability Support Service Center
- Gregory Hunter, Director, Upward Bound
- Virgie Mason, Faculty, English and the Arts
- Cheryl Rhodes, Faculty, Developmental English
- Thresa Rogers, Faculty, English and the Arts
- Meintje Westerbeek, Assistant Director of English as a Second Language and Community Programs
- Juanita Wingo, Coordinator, Retention Center